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# The Business Plan

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Quick Mart, LLC Sample

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Revised November 2008

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*This document was developed as an instructional aide for use with "The Business Plan" workshop.*

*Quick Mart is a hypothetical business operation presented only as a case-study.*

Personalized Cover Letter

**QUICK MART, LLC  
Highway 3 and Main Street  
A Convenience Store in 200X**

— — — —

Stanley and Virginia Smith, Owners  
123 Any Street  
Fortsville, Texas 55555  
(512) 555-5555  
(512) 123-4567

*(As our services are always **CONFIDENTIAL** and free of charge, the names and addresses, financial information, etc. is fictional and not based upon anyone or real financial circumstances.)*

Today's Date

Mr. John Loansalot, Vice President Commercial Lending  
Your Personal Bank  
123 Main Street  
Boulder, Texas 55555

Dear Mr. Loansalot:

**Quick Mart, LLC** requires \$200,000 to renovate and begin operating a full-service convenience store. Of this amount, \$60,000 will be invested by Stanley and Virginia Smith. A SBA guaranteed loan of \$140,000 is requested for a period of fifteen years. The collateral to secure the loan will be the real estate, inventory, furniture, fixtures, and equipment belonging to the business. Personal assets are available for negotiation as additional collateral.

The enclosed financial proposal shows this to be a profitable business venture. There is a market for this service and the future growth is promising. Sufficient owner investment and collateral is provided and the financial statements show the ability to repay the loan. We have the experience, knowledge and desire to make **Quick Mart** a success!

We will contact you next week after you have had the opportunity to review this financial proposal. Thank you in advance for your time and interest.

Sincerely,

*Stanley Smith*

Stanley Smith

*Virginia Smith*

Virginia Smith

**BUSINESS PLAN**

**AND**

**FINANCIAL PROPOSAL**

**Quick Mart, LLC**

Submitted by:

*Stanley A. and Virginia M. Smith*

*123 Fourth Street*

*Fortsville, Texas 55555*

*(512) 123-4567*

**Today's Date**

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## MISSION STATEMENT

## EXECUTIVE SUMMARY

## FINANCIAL OVERVIEW

**NOTES:**

### **MISSION STATEMENT – Case Study**

***Quick Mart's mission is to provide residents, visitors, and commuters of the Fortsville area with convenience items and gasoline at competitive prices. Company policy firmly supports the delivery of quality products and superior customer service while working towards maximum profitability.***

### **EXECUTIVE SUMMARY – Case Study**

Quick Mart, LLC requires \$200,000 to renovate and operate a full-service convenience store in Fortsville, Texas. A \$60,000 owner injection is being pledged by the husband and wife team of Stanley and Virginia Smith. The business will be operated as a Limited Liability Company (LLC), and will offer grocery, household, pharmaceutical, and novelty items, as well as operating a snack bar and fuel island.

Mr. Smith's extensive industry experience includes ten years in the operations and management of 7-11 Stores in South Texas. Mrs. Smith has several years of experience in accounting support services and will play an active role in the financial management of the business.

Extensive primary and third-party research indicates that, given the seasonal nature of this geographic area, Quick Mart's projected base of residential customers will be complemented by an influx of winter tourists and hunters. Further, Quick Mart's highway location and billboard marketing campaign will attract commuters in this rapidly developing economic area. Direct competition is limited to Fred's Corner Store, a small business offering fresh fruit, vegetables, and a variety of canned goods. Indirect competition is found with H.E.B. and Super S in the neighboring community of Boulder.

Mr. and Mrs. Smith anticipate that their success will be furthered by offering goods and services not available at any other store in Fortsville: novelty tourist items, pharmaceuticals, and Senior Citizen discounts. The Smith's ability and willingness to invest substantial cash in the launching of this business is further strengthened by the lack of personal financial dependence on business profits during the early years of the business.

### **Financial Overview – Case Study**

A review of this financial proposal shows Quick Mart to be sound, low-risk investment. Cash flow is more than sufficient to service the debt and profit margins are better than RMA Industry standards. First year sales are projected at \$300,000 with only \$199,765 required to break even. The debt to equity ratio is reasonable at 2.33:1 and reflects the owners' personal commitment to the business. The bank's risk would be limited with collateral valued at 1.21 times the loan amount and the loan backed by an SBA guarantee. In addition to the above, management's industry experience and personal credit are outstanding. Considering the above information, a \$140,000 SBA-guaranteed loan to Quick Mart would be a sound investment.

## *BUSINESS DESCRIPTION – OUTLINE*

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NAME AND LOCATION OF BUSINESS

PRINCIPAL OWNERS

LEGAL STRUCTURE (SOLE PROPRIETOR, PARTNERSHIP, LLC, SUB-S OR C-CORPORATION)

STATUS AND TYPE

New start, expansion, acquisition

Manufacturing, retail, wholesale, service, or a combination

DEFINITION OF PRODUCTS/SERVICES

Narrative

NAICS

Illustration

Competitive comparison

MAJOR STRENGTHS AND CHALLENGES

STRATEGIC GOALS & OBJECTIVES

NOTES: \_\_\_\_\_  
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## BUSINESS DESCRIPTION – Case Study

**Overview:** Quick Mart, a full service convenience store with Fuel Island, will be located at Highway 3 and Main Street in Fortville, Texas. Located near the county's largest city of Boulder, Fortsville is a small, home-town community and popular hunting and winter tourist resort. Quick Mart will be owned and operated by the husband and wife team of Stanley A. and Virginia M. Smith, residents of Fortsville for the last five years. The business will be operated as a Limited Liability Corporation (LLC), and will offer grocery, household, pharmaceutical, and novelty items, as well as operating a snack bar and fuel island.

Mr. Smith has been involved in convenience store operations and management for the past ten years. After analyzing the community during his residency, has decided to take an abandoned gas station and renovate it to become a full-service convenience store catering to local residents, commuter, and winter hunters and tourists. As there are no convenience stores located in the community other than Fred's Fruit Stand at the corner of 4<sup>th</sup> and Main, most residents, commuters, and winter visitors in the nearby recreational vehicle park purchase convenience items in neighboring Boulder.

**Products and Services:** Quick Mart will provide local residents an array of much needed products and services. The *Grocery* section will include canned juices, fruits and vegetables, dog food, baby food, chips, and other various dry-storage goods. Cigarettes, beer, publications, and snacks will compliment the *Grocery* section. The *Frozen* section will include ice cream, dairy products, and chilled wine. Pharmaceuticals such as first aid products, diapers, non-prescription cold medicines and ointments, pantyhose, toys, and other related products will comprise the *Personal Item* section. The *Home and Auto* section will include insecticides, cleansers, paper products, and small automotive supplies like oil, transmission fluid, fuses, and funnels. The *Snack Bar* (popcorn, hotdogs, deli items, and fresh produce) and *Fuel Island* will be additional customer conveniences that will truly make Quick Mart a full-service convenience store (SIC 5411.)

Quick Mart will focus on carrying a wider variety of products than competitors and will offer them at competitive prices. Floor space larger than competitors, efficient inventory storage, and creative displays will allow Quick Mart to provide items not available in the local market.

**Major Strengths and Challenges:** Fortsville, with a current population of 950, will not generate adequate customer traffic during the May to August off-season. However, a highly visible, accessible location will help Quick Mart enter the market and capitalize on increased traffic during the fall and winter hunting and tourist season when, according to the South Texas Chamber of Commerce, traffic increases by 175%. During the first year of operation, owner salaries are limited due to a stable personal financial situation. (See Financial Analysis – Personal Financial Statement.)

### **Strategic Goals and Objectives:**

1. Increase sales at a rate of 15% per year to reach a level of \$400,000 by the third year.
2. Improve overall gross margin by 1% per year to a level of +29% (from 27.3%) over the current product line and maintain that level.
3. Add products and services to meet market demand, again at 29% margin or above.
4. Improve inventory turnover to 10% over industry standards; reduce the cost of goods sold.

## OPERATIONS PLAN – OUTLINE

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### LOCATION

Does the location have an impact on your ability to reach customers?  
What are the physical characteristics of the current or proposed location?

### PHYSICAL FACILITY (Discuss existing status and required changes.)

Vehicle access for customers and suppliers  
Inventory storage  
Equipment, fixtures, and furniture  
Electricity, heat, air conditioning, venting, wastewater  
Merchandise display  
Customer seating  
Product preparation space  
Compliance with current and future environmental regulations  
Capability for *expansion*

**LABOR**      *What skills and experience are required to operate this business?*

**SUPPLIERS**    *What are your sources of supply? Do you depend on a single supplier? (Discuss supply alternatives, pricing, or other supplier factors that could affect your ability to manufacture your product or perform your duties.*

NOTES:

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## OPERATIONS PLAN - Case study

**Location:** Highway 3 is a four-lane road with a median divider. The corner location (Highway 3 and Main St.) allows easy access from all sides. Traffic patterns documented by Mr. Smith during a two-week period coincide with peak and slow periods typical of convenience stores: peak times between 11 a.m. and 2 p.m. and from 4 p.m. to 8 p.m.

**Physical Facility:** Quick Mart will renovate a 30' by 50' facility constructed of cinder blocks. The interior will be air conditioned and lit by energy efficient florescent lighting. Two walk-in refrigerators will be devoted to soft drinks and beer. A third refrigerator will hold dairy products. Dry storage shelving will divide the store into main aisles, with products located on both sides of the cases as well as along shelves along the walls. Walls will be repainted in a light color to make the store look bigger, to keep daytime lighting costs down, and to act as a neutral backdrop for a wide range of products.

New display cases will be purchased from Display Experts Corporation. An electronic cash register with point of sale system will be purchased to handle all sales, including gasoline. Equipment included in the sale of the building includes a checkout counter, shopping baskets, hand trucks, bottle and stock carts, a stepladder, hot dog machine, microwave, popcorn machine, drop safe, and pricing guns. Gasoline service will be through a lease agreement with Gaso Gas Oil Company located in Boulder, Texas. Gaso will be responsible for removal of existing underground storage tanks, installation of new storage tanks and pumps, the customer gasoline use meters, and for the ongoing maintenance of all related equipment. These improvements will be in full compliance with the requirements of the Texas Water Commission.

The parking area as well as the area around the fuel island is paved. Restrooms are outside the store in a well-lit highly visible location. A security camera will be in place by the Grand Opening. Only minor renovations will be required to make the parking, store layout, and restrooms handicapped accessible. Quick Mart will comply with all requirements of the County Building Inspections and the Code Compliance Department regulations.

**Labor:** Quick Mart will be managed and staffed by the husband and wife team of Stanley and Virginia Smith. Mr. Smith has ten years of experience in the management and operation of a convenience store, while Mrs. Smith has several years experience in accounting support services. Mr. Smith will handle daily store operations and customer service, while Mrs. Smith will handle the cash register, maintain financial records, purchasing, and inventory. Their two children, ages 14 and 16, will help with stocking and daily upkeep. Part-time employees will address the demands of increased sales volume during the tourist and hunting season.

**Suppliers:** Purchases will be made from McLane Grocery Distribution and from various wholesalers in Boulder. McLane offers competitive pricing, a generous payment period, as well as a reputation for dependable delivery. Grocery Supply Company (formerly Sweeney) offers similar pricing but does not deliver as frequently.

### INDUSTRY TRENDS

1. Projections/ trends for your industry or business field
2. At what stage of the product/service life cycle will your business be entering the market? (Introduction, growth, maturity, saturation, or decline)

### DESCRIPTION OF TOTAL MARKET

*In order to generate a consistent and increasing sales flow, the entrepreneur must become knowledgeable about the people, businesses, or public institutions who might buy the product or service. One way to define the total market is to use important characteristics from the internet, census, local chambers of commerce, the public library, trade associations, etc.*

1. What is the present size of the entire market?
2. What is your market's growth potential?
3. Discuss the economic, social, demographic, and political characteristics of this market and the impact on your business.

### TARGET MARKET

*The target market is that segment of the total market which is comprised of likely or potential customers. A clear understanding of the **demographics**; geographic location, age, income, education, sex, etc. and **psychographic data**; likes, dislikes, and tendencies that affect purchasing patterns can help you develop a strategy to reach the target market through your sales plan.*

1. What is the size of your target market?
2. What percentage of the target market do you anticipate?
3. Customer profile
4. How will you attract and keep customers?
5. How can you expand your market?

### ANALYSIS OF COMPETITION

1. Identify primary and secondary competitors.
2. How do they compare to your business? (Sales volume, number of employees, locations, customers)
3. Is their business steady, increasing, or decreasing?
4. What are your competitors' strengths and weaknesses?
5. What have you learned by observing them?

### PRODUCT/SERVICE DIFFERENTIATION

1. What unique niche of the market will this business fill? Has anyone attempted to fill this niche? If not, why? Is there a patent, trademark, copyright, or trade secret that will give you a head-start on the competition?
2. Where do you believe you have a business advantage? (Higher quality product, lower price, superior service, quicker delivery time)

## NOTES:

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### MARKET ANALYSIS – Case study

**Industry Trends:** The popularity of convenience stores continues as people become more work-oriented, creating less time for household purchases. According to the National Association of Convenience Stores (NACS), convenience stores generally stock 1,500 to 3,000 items, compared to 7,000 or more in supermarkets. The closest supermarket is in Boulder, 27 miles from Fortsville. Quick Mart will carry a wide line of goods and services in stores, allowing customers to satisfy more needs quickly in one location without having to drive to Boulder. NACS estimates there are some 71,200 convenience stores, with 1000 more established each year in the suburbs and concentrated city areas.

**Description of Total Market:** Fortsville is isolated from other residential areas in Hidalgo county, and during the peak hunting and tourist months of September through April, the population increases from 850 to 1,488 (175%). Highway 3 is a major thoroughfare to Boulder and offers a significant secondary target market for Quick Mart from the travelers going to and from the city needing gas, food, or other services. Quick Mart is the only store located along the highway, giving them a large potential share of the secondary market.

Growth potential for Fortsville and Quick Mart is promising. Boulder's population has increased consistently over the past ten years and the number of businesses in the city has risen by 30% during this time period. The annual Texas Square Dancing and Polka Championship Tournament in September increases tourist activity tremendously. Last year's tournament hosted over 700 competitors. During this week of activity, over 1,000 people visited Fortsville, increasing potential for sales and visibility for potential new residents. Hunting leases, which are growing in popularity, provide a steady, recurring source of visitors in need of supplies.

Fortsville is located in one of the more economically stable areas of South Texas. It is known as a quiet community consisting of mainly middle income families. This hometown image has made Fortsville appealing to winter tourists as a temporary residence. Year-round population is approximately 60% Hispanic, 40% Anglo, and has a conservative political history. Social activities for Fortsville residents take place almost entirely in Boulder except for Wednesday Night Bingo, which brings over 50 Boulder residents to Fortsville.

**Target Market:** As Quick Mart is the only store in the area selling food, household items and gas, they anticipate reaching 80% of this primary market of year-round residents and Winter Texans. Residents of Fortsville have expressed a need for a full-service convenience store such as Quick Mart, and the Grand Opening specials and incentives will provide sufficient attraction for first-time customers. Fast, friendly service will build customer loyalty and repeat business. Quick Mart will also offer weekly specials, homemade novelty items, and Senior Citizen discounts to maintain the market share. Quick Mart will apply to become a distributor of Texas Lottery tickets.

Quick Mart hopes to expand its market through Boulder's increasing population. As the neighboring city grows more crowded, more people will desire residency outside city limits. Valley Developers, Inc. purchased a 400 acre parcel of wooded land 10 miles outside of Boulder, and has recently begun offering 3 to 5 acre tracts of land for housing; creating the potential for approximately 100 new residences within the next few years. With a nearby location and tradition of quiet family living, Fortsville is a good candidate for similar development. Boulder was recently selected as the site for a new perfume manufacturing facility which will initially employ 50 with projected employment of 100 by July of this year.

## MARKET ANALYSIS – Case study

**Current market demand** has been documented through market research compiled by Mr. and Mrs. Smith. Research shows 73% of all Fortsville residents are currently purchasing “specialty” items in Boulder that will be provided by Quick Mart. Nearly 82% of residents presently purchase everyday “necessity” items from Fred’s Corner Store. However, 75% of those purchasing goods from Fred’s Corner Store expressed dissatisfaction with availability and price. When asked about the need for a local convenience store in Fortsville, 93% of the respondents indicated “Yes”. The same survey indicates that 65% of Fortsville residents commute to Boulder for employment on a daily basis. The remaining 35% travel to Boulder once every ten days, increasing in the need to replenish items and purchase gasoline at a store located in Fortsville.

**Customer Profile:** There are three major customer groups: (1) the transitory hunters looking for essential last minute items such as beer, bread and food items, for which cost is not a major consideration; (2) busy full time workers, aged 20-50, stopping on before or after work for gas, milk, bread and eggs. (Convenience is primary with price secondary but not exorbitant); and (3) senior citizens, who look for convenience yet are relatively price sensitive.

**Competition:** Quick Mart’s main competitor is Fred’s Corner Store, located on 4<sup>th</sup> and Main Street in Fortsville. This business carries fresh fruit, vegetables, and a variety of canned goods. However, his inventory is very limited; carrying only selected name brands which can be purchased much cheaper from grocery stores in Boulder. He does not provide gas or snack bar services. A former employee of Fred’s Corner Store estimates sales volume to be roughly \$90,000 a year. Fred’s Corner Store currently employs two part-time assistants who help during peak evening hours. Sales volume increased two years ago when they began accepting credit cards. The only recognizable advantage is large quantities of fresh fruits and vegetables.

Quick Mart’s prime location will attract traffic from the highway in addition to the local residents. Fred’s Corner Store has little opportunity to attract any new customers due to his downtown location. Quick Mart plans to advertise and give sales incentives, something Fred’s Corner Store has lacked. All items will be purchased from local wholesalers in Boulder and resold at a 35% profit. Extending store credit to local customers was considered, but after observing the trouble Fred’s Corner Store has collecting from residents, the idea was dismissed. The store will accept cash, local personal checks, and major credit cards.

Indirect competition is found in neighboring Boulder, with two full-service convenience stores, an H.E.B. Grocery, and a Super S Grocery. At a distance of 27 miles, Quick Mart hopes to capture patrons not willing to travel for convenience items. Quick Mart does not expect to substantially affect the market share of the large grocery stores.

**Competitive Advantage:** Quick Mart desires to set a precedent in Fortsville as a full service convenience store with an economical image, offering a wide range of competitively priced products and services in one location. Need expressed by residents combined with the consistent popularity of convenience stores predict a favorable business climate for Quick Mart. One area of potential profitability is in novelty items Winter Texans frequently purchase as gifts for friends and relatives.

## SALES STRATEGY – OUTLINE

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### PRICING POLICY

1. What is the relationship between the price you will charge and the image of the business you are trying to create?
2. How will you price? (Mark-ups, discounts, labor/ materials+ profit, etc)

## DISTRIBUTION

1. Describe the channel of distribution you will use to reach your target market.
2. How does the competition get its product to the market?

## PROMOTIONAL EFFORTS

*Make sure your cash flow reflects monies budgeted for these activities and the image/position you are attempting to establish match your promotional activities.*

### 1) Advertising

- a) Internet Website
- b) Direct mail ~ store sign ~ radio/TV
- c) Magazines, newspapers, and trade journals
- d) Trade shows ~ Novelties (calendars, pencils, magnets, etc)
- e) Yellow pages

### 2) Personal selling

*Every promotional effort is an expense of time or money. The advertising tools listed above involve substantial expenditures of money. How does this apply to your business?*

- a) Customer service, knowledgeable staff
- b) Complimentary products/services
- c) Community involvement

### 3) Publicity

*Newspapers, radio and television news stations cover stories of interest to their audience: unique offerings, interesting and special events. This advertising is free – if you can get it!*

### 4) Sales Promotions

- a) Temporary promotion – (samples/ free product)
- b) Coupons/ Rebates
- c) Customer Conveniences (Store credit, major credit card acceptance, free delivery, free parking, easy access, telephone orders, hours of operation)

## SALES STRATEGY – Case study

**Pricing policy:** As is typical for the industry, Quick Mart will have a 15% mark-up on gasoline, 35% on all staple items, 45% on taxable items, while pharmaceutical items will have a 60% markup. Weekly specials on selected items will be offered to all Quick Mart customers. Other sales incentives will be offered periodically. Senior Citizen discounts of 10% will be available on a daily basis, and during the tourist season, additional sales promotions are planned.

**Hours of Operation:** Quick Mart will attempt to create an image of an economical store with easy accessibility and quick service. It will operate seven days a week, except on major holidays, such as Christmas and Thanksgiving. Store hours will be 6 a.m. to 9 p.m. Sunday through Thursday, and 6 a.m. to 11 p.m. Friday and Saturday.

**Promotional Efforts:** The Advertising Plan involves many different types of media. Quick Mart will run newspaper advertisements featuring weekly specials and coupons in the Boulder Area Herald newspaper. Two billboards along Highway 3 will be utilized to make northbound and southbound highway travelers aware of the



products and services just ahead. Mrs. Smith, who handles marketing for the store, is working with a Marketing Specialist from the Small Business Development Center to develop a cost-effective advertising campaign for Quick Mart.

Personal selling will be a major factor in building repeat business. Family members and temporary help will consistently promote the purchase of additional items or the added special touch by recognizing when such opportunities arise. Some examples are: "We have free paper oil funnels on hand. Do you need one for this quart of oil?" and "How about a fresh donut to go with that cup of hot coffee?"

The local television and radio stations will be approached to cover the Grand Opening for free publicity. Acceptance from the local community is hoped to be gained by involving the store in local civic and charity events. The Grand Opening bonanza will be supported by Coca-Cola and Decker Hot Dogs, who will provide free snacks and refreshments.

**Customer Conveniences:** A wide variety of products and services available in one location is the convenience sought by area residents, commuters, hunters, and winter tourists. The average shopper, according to Entrepreneur Group's "Convenience Food Store" Business Manual, visits a convenience store two to five times a week. Competitive prices, fast service, and friendly personnel will make Quick Mart customers feel good about patronizing Quick Mart. Longer store hours than offered by the competition, highway access, ample parking, clean restrooms, and a security camera are other customer conveniences that will add to the success of Quick Mart.

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### MANAGEMENT PROFILE – OUTLINE

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*This section should include the personal history of the principals, related work experience, duties and responsibilities, salaries, organizational chart, and resources available.*

#### PERSONAL HISTORY OF KEY PARTICIPANTS

*Complete this section for each key participant in the business*

1. Business background
2. Management experience
3. Education (formal and informal learning experiences)
4. Personal data (including full name and spouse's full name, present address, social security number, driver's license number)
5. Relate past experience to future success potential (Include letter of recommendation, if possible)

#### DUTIES AND RESPONSIBILITIES OF KEY PARTICIPANTS

1. Organizational structure (who are the decision makers? Is there appropriate delegation of authority and tasks?)
2. Job descriptions

#### COMPENSATION (Salaries, hourly rates, other incentives)



## AVAILABLE RESOURCES

*Do you have the marketing, management, and financial skills to do it all yourself? If not, then show relationships that fill the gaps to create a fully capable business enterprise. Do you network with others in your industry to stay current on changes in the marketplace?*

Professional (lawyer, CPA)

1. Professional (lawyer, CPA)
2. Insurance
3. Consultants
4. Associations (Chamber of commerce, professional or trade groups)
5. Banking

## MANAGEMENT PROFILE – Case Study

**Name:** Stanley A. Smith

**Present Address:** 123 Fourth Street, Fortsville, Texas 55555

Stanley Smith worked for 7-11 convenience stores in rural Texas communities for over ten years after graduating with a B.B.A. in Business Management from the University of Houston. He began as Store Assistant Manager, was promoted to Store Manager, and spent five years as an Area Supervisor. In his capacity as an Area Supervisor, he supervised a team of twelve Store Managers. Before and during his studies at the University of Houston, Mr. Smith worked as a route distributor for Mrs. Baird's Bread.

**Name:** Virginia M. Smith

**Present Address:** 123 Fourth Street, Fortsville, Texas 55555

Virginia Smith worked as a sales clerk for J.C. Penney Department Store in Houston for seven years while studying Business Administration at Houston Junior College. After obtaining an Associates Degree in Bookkeeping, she was hired by Super S Grocery in Boulder, where she performed various accounting duties for five years. She currently works full-time for Rural Bookkeeping Systems, Inc. and will continue in a part-time capacity until the business is established.

**Duties and Responsibilities of Key Participants:** Both Mr. and Mrs. Smith will have a voice in the management of Quick Mart. Mr. Smith will handle marketing and stocking of inventory. Mrs. Smith will handle marketing and handle purchasing and inventory. Both will work the cash register and interact with customers. The teenage children will stock the shelves and help with the store's daily upkeep when not in school.

**Compensation:** Initially, the Smith's will be paid a combined monthly salary of \$1,000. Only when the store's gross earnings have been established will they adjust their salaries upward.

**Available Resources:** The Smith's will use Jones & Jones Accounting Services periodically during the year, as Mrs. Smith will maintain the store's records such that the accountant will only need to compile the financial statements for income tax purposes. She will consult with him during the year regarding tax information and quarterly reports. Edward M. Harris, attorney at law, is currently on retainer and has already advised that Quick Mart organize as a Limited Liability Company and install a security camera.

Mrs. Smith is working with a Marketing Specialist from Small Business Development Center in order to fine-tune the Quick Mart advertising campaign. In order to stay abreast of changes and opportunities within the industry, Quick Mart will join the National Association of Convenience Stores.

## *FINANCIAL ANALYSIS – OUTLINE*

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STARTUP COSTS

SOURCE AND USE OF FUNDS

CAPITAL EQUIPMENT LIST

INCOME STATEMENT PROJECTION

MONTHLY CASH FLOW PROJECTION AND ASSUMPTIONS

BALANCE SHEET PROJECTION

PERSONAL FINANCIAL STATEMENT

PERSONAL INCOME TAX RETURNS

STARTUP COSTS

DESCRIPTION	AMOUNT
Building	\$75,000
Land	20,000
Remodeling/Improvements	30,000
Fixtures & Equipment	8,500
Furniture	1,000
Outdoor Sign	1,500
Inventory	25,000
Deposits	5,000
Association Fee	200
Advertising	1,800
License, Permits, Insurance	500
Office/Operating Supplies	200
Loan Fees (4.5%)	6,300
Working Capital	25,000

TOTAL STARTUP COSTS \$200,000

**HOW MUCH  
WILL IT COST  
YOU TO  
ACCOMPLISH  
YOUR  
PROJECT?**

These figures  
should be  
reflected in the  
pre-startup  
column of your  
cash flow  
statement.  
Allow enough

NOTES:

## SOURCE AND USE OF FUNDS

Description	Loan	Owner Injection	Total
Inventory	4,000	21,000	25,000
Furniture and Equipment	11,000		11,000
Land	20,000		20,000
Building	75,000		75,000
Improvements	30,000		30,000
Deposits		5,000	5,000
Working Capital		25,000	25,000
Organizational Costs		9,000	9,000
<b>TOTAL</b>	<b>140,000</b>	<b>60,000</b>	<b>200,000</b>

Of the total project cost you've identified for starting the business, how much are **you** contributing, and how much comes from the financial institution or investor? What is the money being spent on?

### NOTES

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## CAPITAL EQUIPMENT LIST

DESCRIPTION	MODEL	COST/FMV*	CONDITION	SUPPLIER
<b>MAJOR CAPITAL EQUIPMENT</b>				
Refrigerator-Soda	AX199	\$1,650	New	Acme Equipment
Refrigerator-Beer	AX199	1,650	New	Acme Equipment
Refrigerator/Freezer	BX215	2,500	Rebuilt	Acme Equipment
Sign		1,500	New	Letrero Sign Co.
<b>MINOR CAPITAL EQUIPMENT</b>				
Dry-storage shelving	Aisle 300	\$900	New	Expert Displays
Security Camera	ZZ23456	800	New	Live Eye, Inc.
Electronic Cash Register	BL222	1,000	New	NCR
Furniture		1,000	Used	Thrifty Furniture
<b>TOTAL CAPITAL EQUIPMENT</b>		<b>\$11,000</b>		

***\*Fair Market Value***

What major and minor equipment will be used in the business?

**NOTES:**

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# INCOME STATEMENT PROJECTION

Quick Mart  
Fortsville, Texas

Projected Income Statement (First 12 Months)

	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Dec</i>	<i>Total</i>	
<b>Sales</b>													
<b>Cash Sales</b>	7500	11250	13500	15000	14250	11250	11250	12750	18000	22500	20250	180000	60.0 %
<b>Credit Card Sales</b>	5000	7500	9000	10000	9500	7500	7500	8500	12000	15000	13500	120000	40.0%
<b>Total Sales</b>	<b>12500</b>	<b>18750</b>	<b>22500</b>	<b>25000</b>	<b>23750</b>	<b>18750</b>	<b>18750</b>	<b>21250</b>	<b>30000</b>	<b>37500</b>	<b>33750</b>	<b>300000</b>	<b>100.0%</b>
<b>Credit Card Service Charges</b>	-150	-225	-270	-300	-285	-225	-225	-255	-360	-450	-405	-3600	-1.2%
<b>Net Sales</b>	<b>12350</b>	<b>18525</b>	<b>22230</b>	<b>24700</b>	<b>23465</b>	<b>18525</b>	<b>18525</b>	<b>20995</b>	<b>29640</b>	<b>37050</b>	<b>33345</b>	<b>296400</b>	<b>98.8%</b>
<b>Less Cost of Goods Sold</b>	8938	13406	16088	17875	16981	13406	13406	15194	21450	26813	24131	214500	71.5%
<b>Gross Profit</b>	<b>3413</b>	<b>5119</b>	<b>6143</b>	<b>6825</b>	<b>6484</b>	<b>5119</b>	<b>5119</b>	<b>5801</b>	<b>8190</b>	<b>10238</b>	<b>9214</b>	<b>81900</b>	<b>27.3%</b>
<b>Operating Expenses</b>													
<b>Advertising &amp; Promotion</b>	110	110	110	110	30	30	30	30	110	110	110	1000	0.3%
<b>Amortization</b>	150	150	150	150	150	150	150	150	150	150	150	1800	0.6%
<b>Bank Charges</b>	25	25	25	25	25	25	25	25	25	25	25	300	0.1%
<b>Depreciation</b>	502	502	502	502	502	502	502	502	502	502	502	6018	2.05%
<b>Insurance</b>	125	125	125	125	125	125	125	125	125	125	125	1500	0.55%
<b>Interest</b>	1225	1222	1219	1216	1214	1211	1208	1205	1202	1199	1193	14508	4.8%
<b>Legal &amp; Professional</b>	50	50	50	50	50	50	50	50	50	50	50	600	0.2%
<b>Telephone</b>	80	80	80	80	80	80	80	80	80	80	80	960	0.3%
<b>Payroll</b>	1860	1860	1860	1860	1000	1000	1000	1000	1860	1860	1860	18880	6.3%
<b>Payroll Tax</b>	231	231	231	231	124	124	124	124	231	231	231	2341	0.8%
<b>Repairs &amp; Maintenance</b>	60	60	60	60	40	40	40	40	60	60	60	640	0.2%
<b>Supplies</b>	50	50	50	50	40	40	40	40	50	50	50	560	0.2%
<b>Taxes and Licenses</b>	100	100	100	100	100	100	100	100	100	100	100	1200	0.4%
<b>Utilities</b>	460	465	465	490	515	590	690	690	690	640	520	6825	2.3%
<b>Miscellaneous</b>	50	50	50	50	50	50	50	50	50	50	50	600	0.2%
<b>Total Operating Expenses</b>	<b>5077</b>	<b>5079</b>	<b>5076</b>	<b>5099</b>	<b>4044</b>	<b>4116</b>	<b>4213</b>	<b>4210</b>	<b>5284</b>	<b>5231</b>	<b>5105</b>	<b>57732</b>	<b>19.2%</b>
<b>Net Profit</b>	<b>-1665</b>	<b>39</b>	<b>1066</b>	<b>1726</b>	<b>2440</b>	<b>1003</b>	<b>906</b>	<b>1591</b>	<b>2906</b>	<b>5007</b>	<b>4109</b>	<b>24168</b>	<b>8.1%</b>

## MONTHLY CASH FLOW PROJECTION

QuickMart														
Fortsville, TX														
Projected Direct Cash Flow (First 12 Months)														
	Start	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Cash on Hand	60,000	25,000	23,342	23,860	25,662	28,246	31,079	31,150	31,796	33,467	37,418	43,184	47,926	
Cash Sales		7,125	11,063	13,388	14,925	14,288	11,400	11,250	12,675	17,738	22,275	22,500	20,363	178,988
Credit Card Sales		5,000	7,500	9,000	10,000	9,500	7,500	7,500	8,500	12,000	15,000	15,000	13,500	120,000
Cash Available		37,125	41,905	46,247	50,587	52,033	49,979	49,900	52,971	63,205	74,693	80,684	81,788	298,988
Credit Card Service Charges		-150	-225	-270	-300	-285	-225	-225	-255	-360	-450	-450	-405	-3,600
Loan/Invest	140,000	0	0	0	0	0	0	0	0	0	0	0	0	140,000
Total Cash Available	200,000	36,975	41,680	45,977	50,287	51,748	49,754	49,675	52,716	62,845	74,243	80,234	81,383	
Cash Paid Out														
Advertising & Promotion	1,800	110	110	110	110	30	30	30	30	110	110	110	110	2,800
Bank Charges		25	25	25	25	25	25	25	25	25	25	25	25	300
Insurance		125	125	125	125	125	125	125	125	125	125	125	125	1,500
Interest		1,225	1,222	1,219	1,216	1,214	1,211	1,208	1,205	1,202	1,199	1,196	1,193	14,508
Inventory	25,000	9,055	13,007	15,502	17,203	16,776	14,743	13,917	15,287	20,305	25,858	27,136	24,084	237,873
Legal & Professional		50	50	50	50	50	50	50	50	50	50	50	50	600
Telephone		80	80	80	80	80	80	80	80	80	80	80	80	960
Payroll		1,860	1,860	1,860	1,860	1,000	1,000	1,000	1,000	2,050	2,050	2,050	2,050	19,640
Payroll Tax			231	231	231	231	124	124	124	124	254	254	254	2,181
Repairs & Maintenance		60	60	60	60	40	40	40	40	60	60	60	60	640
Sales Tax														0
Supplies	200	50	50	50	50	40	40	40	40	50	50	50	50	760
Taxes and Licenses		100	100	100	100	100	100	100	100	100	100	100	100	1,200
Telephone		60	60	60	60	60	60	60	60	60	60	60	60	720
Utilities		460	465	465	490	515	590	690	690	690	640	610	520	6,825
Miscellaneous		50	50	50	50	50	50	50	50	50	50	50	50	600
Subtotal	27,000	13,310	17,495	19,987	21,710	20,335	18,268	17,539	18,906	25,081	30,711	31,956	28,811	291,107
Capital Purchases	136,000													136,000
Other Organizational Costs	7,000													7,000
Deposits	5,000													5,000
Principal Payment		323	325	328	331	334	337	340	343	346	349	352	355	4,063
Owner's Withdrawal(Sole Prop or Partnership)														
TOTAL CASH PAID OUT	175,000	13,633	17,820	20,315	22,041	20,669	18,605	17,879	19,249	25,427	31,060	32,308	29,166	
CASH POSITION	25,000	23,342	23,860	25,662	28,246	31,079	31,150	31,796	33,467	37,418	43,184	47,926	52,218	

## ***ASSUMPTIONS USED IN CASH FLOW PROJECTION***

### **TOTAL SALE VOLUME**

The projected sales of \$300,000 for the first year of operation are based on a conservative industry estimate. According to Financial Studies of the Small Business, 200X, XXth edition, the average sales for convenience stores is \$300,000. Mr. Smith's extensive industry experience for convenience store gross revenues in rural communities of this size is between \$225,000 and \$275,000 annual gross sales.

### **CASH SALES**

60% of total sales volume

### **CREDIT CARD SALES**

40% of total sales volume

### **CREDIT CARD SERVICE CHARGES**

3% of credit card sales volume

### **INVENTORY MARKUP/COST OF GOODS SOLD**

A mark-up of 15% will be placed on gasoline sales, 35% on all staple items and 45% on taxable products, while pharmaceutical items will have a 60% markup. A 40% markup was used for this projection. This equates to a 71% Cost of Goods Sold. *A detailed cash flow projection by product category is available.*

### **GROSS WAGES**

Paid to part-time employees during the peak tourist season (September-April). Two employees at approximately 20 hours per week each at minimum wage.

### **PAYROLL EXPENSES**

12.4% of salaries based on information obtained from Quick Mart's CPA.

### **SUPPLIES**

Consists of administrative supplies to be used in the business and is assumed to remain constant at \$40 each month for the off season (May-August) and \$50 per month during the peak season (September-April).

### **REPAIRS AND MAINTENANCE**

Estimated at \$60 during peak season and \$40 for off season. Consists of brooms, mops, and other cleaning materials and janitorial supplies. Equipment repair costs are covered by service agreements included in the purchase price.

### **ADVERTISING EXPENSE**

Flyers, newspaper ads, and other materials will be needed at regular intervals. Estimated cost is \$110 per month during the peak season, dropping to \$30 per month during the off season. The \$1,800 startup cost includes two billboards along Highway 3.

### **ACCOUNTING AND LEGAL**



Estimated at \$600 per year for accounting services: compilation of financial statements and income tax. Legal fees totaling \$575 for consultation have already been paid using the personal account of Mr. and Mrs. Smith.

#### **TELEPHONE**

The business line to be installed in the store is estimated at \$80 per month. No long distance calls are expected to be made, as calls to Boulder are still within the general call area.

#### **UTILITIES**

Includes electricity, water, and garbage pickup with higher rates in the summer due to increased air conditioning requirements.

#### **INSURANCE**

The store will have liability, fire, and theft insurance. Life insurance on the owners, as required by the loan will also be paid by the store. Monthly insurance is \$125 with no down payment.

#### **INTEREST EXPENSE**

This expense varies monthly and is based on amortization of a \$140,000 loan at 10.50% for 15 years.

#### **MISCELLANEOUS**

Averaged at \$35 per month during peak season and \$20 per month during the off season.

## BALANCE SHEET PROJECTION

	Start-up	Year-End	
<b>Current Assets</b>			
Cash	25,000	52,218	23.0%
Accounts Receivable	0	1,350	0.6%
Inventory	25,000	31,706	13.9%
Deposits	5,000	5,000	2.2%
Other Current Assets	0	0	0.0%
<b>Total Current Assets</b>	<b>55,000</b>	<b>90,274</b>	<b>39.7%</b>
<b>Property &amp; Equipment</b>			
Furniture & Equipment	11,000	11,000	4.8%
Land	20,000	20,000	8.8%
Building	75,000	75,000	33.0%
Improvements	30,000	30,000	13.2%
Acc. Depreciation	0	-6,018	-2.6%
<b>Total Property &amp; Equipment</b>	<b>136,000</b>	<b>129,982</b>	<b>57.1%</b>
<b>Other Assets</b>			
Organizational Costs (Net Amort.)	9,000	7,200	3.2%
<b>Total Assets</b>	<b>200,000</b>	<b>227,456</b>	<b>100.0%</b>
<b>Current Liabilities</b>			
Accounts Payable	0	6,033	2.7%
Income Taxes Payable	0	1,088	0.5%
Payroll Tax Payable	0	231	0.1%
Sales Tax Payable	0	0	0.0%
Current LT. Debt (Bank)	4,063	4,510	2.0%
<b>Total Current Liabilities</b>	<b>4,063</b>	<b>11,861</b>	<b>5.2%</b>
<b>Long-Term Liabilities</b>			
Long-Term Debt	135,937	131,427	57.8%
<b>Total Long-Term Liabilities</b>	<b>135,937</b>	<b>131,427</b>	<b>57.8%</b>
<b>Total Liabilities</b>	<b>140,000</b>	<b>143,288</b>	<b>63.0%</b>
<b>Capital</b>			
<b>Owner's Equity</b>	<b>60,000</b>	<b>60,000</b>	<b>26.4%</b>
Dividend Distributions			
Retained Earnings			
Current Profit or (Loss)	0	24,168	10.6%
<b>Total Capital</b>	<b>60,000</b>	<b>84,168</b>	<b>37.0%</b>
<b>Total Capital &amp; Liabilities</b>	<b>200,000</b>	<b>227,456</b>	<b>100.0%</b>



U.S. SMALL BUSINESS ADMINISTRATION

OMB APPROVAL NO. 3245-0188  
EXPIRATION DATE:11/30/2004

# PERSONAL FINANCIAL STATEMENT

As of Today's Date , Year

Complete this form for: (1) each proprietor, or (2) each limited partner who owns 20% or more interest and each general partner, or (3) each stockholder owning 20% or more of voting stock, or (4) any person or entity providing a guaranty on the loan.

Name Stanley and Virginia Smith Business Phone  
Residence Address 123 Fourth Street Residence Phone (512) 555-5555  
City, State, & Zip Code Fortsville, Texas 55555  
Business Name of Applicant/Borrower Quick Mart, LLC

ASSETS		LIABILITIES	
	(Omit Cents)		(Omit Cents)
Cash on hand & in Banks .....	\$ 1,500	Accounts Payable .....	\$ -0-
Savings Accounts .....	\$ 72,000	Notes Payable to Banks and Others .....	\$ 2,500
IRA or Other Retirement Account .....	\$ 52,500	(Describe in Section 2)	
Accounts & Notes Receivable .....	\$ -0-	Installment Account (Auto) .....	\$ 3,000
Life Insurance-Cash Surrender Value Only .....	\$ 5,000	Mo. Payments \$ .....	
(Complete Section 8)		Installment Account (Other) .....	\$ 1,000
Stocks and Bonds .....	\$ 29,250	Mo. Payments \$ .....	
(Describe in Section 3)		Loan on Life Insurance .....	\$ -0-
Real Estate .....	\$ 78,500	Mortgages on Real Estate .....	\$ 45,500
(Describe in Section 4)		(Describe in Section 4)	
Automobile-Present Value .....	\$ 12,000	Unpaid Taxes .....	\$ -0-
Other Personal Property .....	\$ 8,000	(Describe in Section 6)	
(Describe in Section 5)		Other Liabilities .....	\$ -0-
Other Assets .....	\$ -0-	(Describe in Section 7)	
(Describe in Section 5)		Total Liabilities .....	\$ 52,000
Total	\$ 258,750	Net Worth .....	\$ 206,750
		Total	\$ 258,750

## Section 1. Source of Income

Salary .....

Net Investment Income .....

Real Estate Income .....

Other Income (Describe below)\* .....

## Contingent Liabilities

As Endorser or Co-Maker .....

Legal Claims & Judgments .....

Provision for Federal Income Tax .....

Other Special Debt .....

Description of Other Income in Section 1.

Virginia Smith: Part-Time employment with Rural Bookkeeping Systems, Inc.

\*Alimony or child support payments need not be disclosed in "Other Income" unless it is desired to have such payments counted toward total income.

Section 2. Notes Payable to Banks and Others. (Use attachments if necessary. Each attachment must be identified as a part of this statement and signed.)

Name and Address of Noteholder(s)	Original Balance	Current Balance	Payment Amount	Frequency (monthly, etc.)	How Secured or Endorsed Type of Collateral
Valley Bank (Line of Credit)	10,000	2,000	300	Monthly	Signature

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Section 3. Stocks and Bonds. (Use attachments if necessary. Each attachment must be identified as a part of this statement and signed).					
Number of Shares	Name of Securities	Cost	Market Value Quotation/Exchange	Date of Quotation/Exchange	Total Value
1,000	ABC Mutual Funds	Varies	29 1/4	11/13/99	29,250

Section 4. Real Estate Owned. (List each parcel separately. Use attachment if necessary. Each attachment must be identified as a part of this statement and signed.)			
	Property A	Property B	Property C
Type of Property	Primary Residence		
Address	123 Fourth Street		
Date Purchased	11/98		
Original Cost	75,000		
Present Market Value	78,500		
Name & Address of Mortgage Holder	Valley Bank 123 Main Street		
Mortgage Account Number	88-1234567-00		
Mortgage Balance	45,500		
Amount of Payment per Month/Year	\$650/Mo.		
Status of Mortgage	Current		

Section 5. Other Personal Property and Other Assets. (Describe, and if any is pledged as security, state name and address of lien holder, amount of lien, terms of payment and if delinquent, describe delinquency)
Home Electronics \$1,500 Oak Living Room Set \$3,000 Living Room Furniture \$3,500

Section 6. Unpaid Taxes. (Describe in detail, as to type, to whom payable, when due, amount, and to what property, if any, a tax lien attaches.)
NA

Section 7. Other Liabilities. (Describe in detail.)
NA

Section 8. Life Insurance Held. (Give face amount and cash surrender value of policies - name of insurance company and beneficiaries)
Prudential - \$75,000 face amount, \$7,500 cash surrender value John and Susan Smith - Beneficiaries

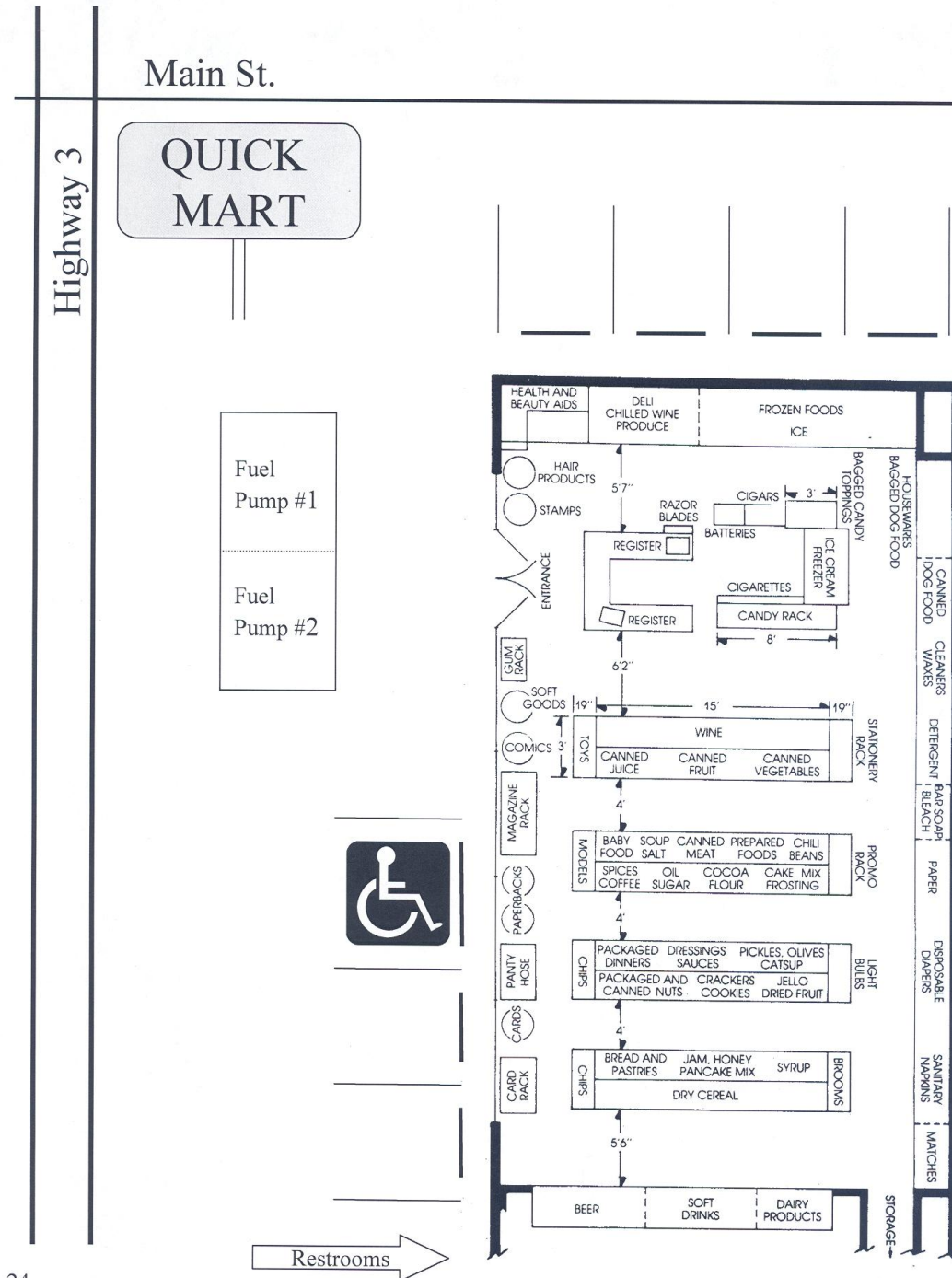
  

I authorize SBA/Lender to make inquiries as necessary to verify the accuracy of the statements made and to determine my creditworthiness. I certify the above and the statements contained in the attachments are true and accurate as of the stated date(s). These statements are made for the purpose of either obtaining a loan or guaranteeing a loan. I understand FALSE statements may result in forfeiture of benefits and possible prosecution by the U.S. Attorney General (Reference 18 U.S.C. 1001).

Signature: _____	Date: <b>Today</b>	Social Security Number: <b>555-55-5555</b>
Signature: _____	Date: <b>Today</b>	Social Security Number: <b>444-44-4444</b>

PLEASE NOTE: The estimated average burden hours for the completion of this form is 1.5 hours per response. If you have questions or comments concerning this estimate or any other aspect of this information, please contact Chief, Administrative Branch, U.S. Small Business Administration, Washington, D.C. 20416, and Clearance Officer, Paper Reduction Project (3245-0188), Office of Management and Budget, Washington, D.C. 20503. **PLEASE DO NOT SEND FORMS TO OMB.**

# Floorplan and Overhead View





## Samples of Internet Research Findings

line: Market Research

[http://www.csnnews.com/research/n99\\_int](http://www.csnnews.com/research/n99_int)

1999 Industry Report Preview

## Record Sales, Record Profits

The convenience store industry achieved record total sales and profits in 1998, though the year was not without difficulty for retailers. The industry reached sales of \$164 billion, a 5-percent boost driven by an increase in store count, stronger gasoline volume (though certainly not prices and margins), cigarettes and foodservice.

Retail motor fuel provided an exciting see-saw for c-stores — as prices plummeted, volume of gallons sold soared, leaving the industry with a 6-percent increase in total motor fuel sales at \$88.9 billion.

C-stores seem to have survived the final deadline for underground storage tank upgrades as operators were able to either afford the necessary improvements themselves (financed in some cases by strong in-store sales) or sell their units to operators who could keep them running.

The reliance of c-store operators on the tobacco category is graphically illustrated this year as a series of price hikes for cigarettes turned what might have been a total decline in

## In-Store Category Performance

Merchandise and foodservice sales experienced shifts in 1997, beginning with the industry's top selling in-store category—cigarettes—which grew its share of in-store sales. Cigarettes climbed to 27.6 percent of in-store sales, from 24.5 percent of sales in 1996.

Beer and non-alcohol packaged beverages edged past foodservice to capture the second and third places, respectively, for in-store sales (*see footnote under Industry Totals chart*). Beer captured 14 percent of in-store sales, non-alcohol packaged beverages 13.6 percent, and foodservice 12 percent. (*The Top Ten Product Categories charts below reflect 1997 data only as the change in categories precludes year-to-year comparisons for all categories.*)

1997 Top Ten Product Categories  
as a percent of In-Store Purchases

	1997
1. Cigarettes	27.6%
2. Beer	14.0
3. Packaged Beverages (Non-alcohol)	13.6
4. Foodservice	12.0
5. Candy	4.7
6. General Merchandise	3.9
7. Salty Snacks	3.8
8. Fluid Milk Products	3.4
9. Publications	2.6
10. Edible Grocery	2.1

1998 NACS/CSNews Industry Databank

to C-Store Central, NACS

<http://www.cstorecentral.com>

## C-STORE CENTRAL

C-STORE CENTRAL  
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Daily News - October 21, 1999

- Hassle Team Just One Plank in Miller Oil's SCHARP Plan
- 7-Eleven To Give Supply IRI With Scanner Data
- New Supermarket Promises the Universe - From 7 a.m. to 11 p.
- Price of Gasoline Highest Since Gulf War
- Dreyer's and M&M/Mars Announce Premium Ice Cream Alliance

News@C-Store Central posts news impacting the convenience store and petroleum marketing industries every weekday morning. For more information, go to Past Issues.

## In the Spotlight

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